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AMERICAN BAKERS ASSOCIATION

1988 Employee Benefits Survey



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1988 EMPLOYEE BENEFITS SURVEY

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1988 EMPLOYEE BENEFITS SURVEY

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Bond, Beebe, Barton & Muckelbauer, P.C.

REPORT OF INDEPENDENT CERTIFIED PUBLIC ACCOUNTANTS

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We are pleased to submit the results of the American Bakers Association's 1988 Employee Benefits Survey.

We received 49 replies that could be included in the survey results. The benefits statistics included the following:

Employees

Exempt	18,013
Non-exempt (office)	6,221
Hourly (plant) and outside sales	<u>74,421</u>
Total Employees	<u>98,655</u>

The amounts presented in this report represent the total number of responses to a particular question.

Bond, Beebe, Barton & Muckelbauer, P.C.

January 19, 1989

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AMERICAN BAKERS ASSOCIATION

1988 EMPLOYEE BENEFITS SURVEY

PROCEDURES

The American Bakers Association (ABA) 1988 Employee Benefits Survey was conducted as follows:

1. ABA mailed survey forms and instructions to members and non-members.
2. Respondents returned the completed forms directly to Bond, Beebe, Barton & Muckelbauer, P.C. (Bond, Beebe).
3. The number presented for each question is the actual number of affirmative responses indicated by survey participants. This figure may be greater than the total number of participants if more than one response per question was made by a participant and it may also be less than the total if participants chose to not answer the question.
4. Bond, Beebe tabulated the data and compiled the schedules presented in this report.
5. Bond, Beebe tabulated all responses exactly as recorded by the participants in their individual survey forms. As data was being tabulated trends became apparent with respect to each question. It also became apparent that some companies seemed to have filled out the questionnaires in an inconsistent manner, e.g. answering questions for a benefit program after indicating that they did not have that type of program. Identifying and correcting every inconsistency would not have had a material impact on the trends associated with each question because of the relatively large number of responses received. Bond, Beebe did, however, screen out any survey forms that were substantially incomplete or clearly could not be included in the survey because of the manner in which they were completed. Accordingly, readers of the survey should focus their attention on the general trends (percentages) that the survey indicates, and use the number of responses to each question as a general indicator of the accuracy of the trends (32 out of 40 would bear more weight than 4 out of 5 although they both indicate that 80% of the companies responding to that question selected that answer).

AMERICAN BAKERS ASSOCIATION

1988 EMPLOYEE BENEFITS SURVEY QUESTIONNAIRE

GROUP LIFE INSURANCE

<u>Exempt Salary</u> <u>(Supervisors</u> <u>and Managers)</u>		<u>Non-exempt</u>	
<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>

1. Is group life insurance available to your company's employees?				
a. Yes	47	100%	47	100.0
b. No	-	-	-	-
2. What portion of the insurance premium is paid by your company?				
a. None	4	8.5	4	8.5
b. 25% to 49%	1	2.1	2	4.3
c. 50% to 74%	3	6.4	3	6.4
d. 75% to 99%	2	4.3	2	4.3
e. 100%	32	68.1	33	70.1
f. Varies	5	10.6	3	6.4
3. What is the maximum death benefit?				
a. Less than \$5,000	1	2.2	1	2.1
b. \$5,000 to \$9,999	2	4.3	7	14.9
c. Over \$10,000	10	21.7	12	25.5
d. 1 X annual salary	5	10.9	6	12.8
e. 1-1/2 X annual salary	4	8.7	3	6.4
f. 2 X annual salary	8	17.4	5	10.6
g. Varies with salary level	16	34.8	13	27.7
4. Can employees purchase additional group life insurance at their own expense?				
a. Yes	29	61.7	27	56.2
b. No	18	38.3	21	43.8
5. Does your company provide life insurance for employees' dependents?				
a. Yes	13	27.7	13	27.7
b. No	34	72.3	34	72.3
6. What portion of the dependent's insurance premium is paid by your company?				
a. None	27	81.8	28	84.8
b. Up to 50%	3	9.1	2	6.1
c. Up to 99%	2	6.1	2	6.1
d. All	1	3.0	1	3.0
7. Does your company provide group life insurance for retired employees?				
a. Yes	24	51.1	22	46.8
b. No	23	48.9	25	53.2

Hourly Plant Workers		Outside Route Sales	
Number	Percent	Number	Percent

45	97.8	32	97.0
1	2.2	1	3.0

4	8.7	4	12.5
1	2.2	3	9.4
1	2.2	1	3.1

-	-	-	-
37	80.4	21	65.6
3	6.5	3	9.4

3	6.7	2	6.5
15	33.3	9	29.0
16	35.6	11	35.5
4	8.9	3	9.7
-	-	-	-
1	2.2	1	3.2
6	13.3	5	16.1

15	32.6	11	34.4
31	67.4	21	65.6

7	15.2	4	12.9
39	84.8	27	87.1

19	73.1	16	84.2
-	-	-	-
-	-	-	-
7	26.9	3	15.8

14	30.4	12	38.7
32	69.6	19	61.3

GROUP LIFE INSURANCE - continued

Exempt Salary (Supervisors and Managers)		Non-exempt	
Number	Percent	Number	Percent

8. What percent of retired employees' insurance premium is paid by your company?				
a. None	17	43.6	18	47.4
b. Up to 50%	3	7.7	3	7.9
c. 51% to 99%	17	43.6	15	39.4
d. Varies with length of service	2	5.1	2	5.3

ACCIDENTAL DEATH AND DISMEMBERMENT INSURANCE

9. Is accidental death and dismemberment insurance available to employees?				
a. Yes	48	98.0	47	95.9
b. No (proceed to question 12)	1	2.0	2	4.1
10. What portion of the premium is paid by your company?				
a. None	10	20.7	8	16.7
b. 25% to 49%	3	6.3	3	6.3
c. 50% to 74%	1	2.1	1	2.1
d. 75% to 99%	1	2.1	1	2.1
e. 100%	31	64.6	34	70.7
f. Varies	2	4.2	1	2.1
11. What are the maximum benefits available:				
a. Less than \$5,000	1	2.1	1	2.2
b. \$5,000 to \$9,999	1	2.1	5	10.9
c. Over \$10,000	15	31.9	13	28.3
d. 1 X annual salary	6	12.8	6	13.0
e. 1-1/2 X annual salary	2	4.3	1	2.2
f. 2 X annual salary	6	12.8	6	13.0
g. Varies with salary level	16	34.0	14	30.4

WEEKLY SHORT-TERM SICKNESS AND ACCIDENT INSURANCE BENEFITS (EXCLUDING SICK PAY POLICY AND LONG-TERM DISABILITY)

12. Does your company's insurance program provide disability benefits to employees who are off from work because of a non-job related illness or accident?				
a. Yes	34	70.8	34	70.8
b. No (proceed to question 20)	14	29.2	14	29.2
13. How are these benefits provided?				
a. Insurance policy	14	38.9	14	38.9
b. Self-funded by company	22	61.1	22	61.1

Hourly Plant Workers		Outside Route Sales	
Number	Percent	Number	Percent

20	58.8	14	58.3
2	5.9	1	4.2
10	29.4	7	29.2
2	5.9	2	8.3

43	87.8	32	94.1
6	12.2	2	5.9

6	13.3	5	15.6
1	2.2	3	9.4
1	2.2	1	3.1
-	-	-	-
37	82.3	22	68.8
-	-	1	3.1

4	9.5	2	6.5
9	21.4	6	19.4
19	45.3	13	41.9
4	9.5	4	12.9
-	-	-	-
1	2.4	1	3.2
5	11.9	5	16.1

35	74.5	25	75.8
12	25.5	8	24.2

22	61.1	13	50.0
14	38.9	13	50.0

WEEKLY SHORT-TERM SICKNESS AND ACCIDENT
INSURANCE BENEFITS (EXCLUDING SICK PAY
POLICY AND LONG-TERM DISABILITY) - continued

Exempt Salary (Supervisors and Managers)		Non-exempt	
Number	Percent	Number	Percent

14. What percent of straight-time wages are paid under this program?				
a. Under 50%	3	8.8	4	11.8
b. 50% to 65%	8	23.5	10	29.4
c. 66% to 80%	1	2.9	2	5.9
d. All of wages	16	47.2	11	32.3
e. A fixed amount	6	17.6	7	20.6
15. What is the maximum number of weeks for paid benefits?				
a. Up to 13 weeks	4	11.8	4	12.1
b. 14 to 26 weeks	22	64.6	26	78.8
c. 27 to 52 weeks	4	11.8	2	6.1
d. Varies	4	11.8	1	3.0
16. Waiting period - sickness:				
a. None	15	44.1	12	34.3
b. 1 to 6 calendar days	4	11.8	5	14.3
c. 7 days	12	35.3	14	39.9
d. 8 to 14 days	1	2.9	3	8.6
e. Over 14 days	2	5.9	1	2.9
17. Waiting period - accident:				
a. None	22	64.7	22	64.7
b. 1 to 6 calendar days	3	8.8	3	8.8
c. 7 days	6	17.7	7	20.6
d. 8 to 14 days	2	5.9	2	5.9
e. Over 14 days	1	2.9	-	-
18. Does your company supplement sickness and accident benefits with paid sick leave?				
a. Yes	18	48.6	13	34.2
b. No	19	51.4	25	65.8
19. How does your company supplement?				
a. Sick leave paid only during sickness and accident waiting period	4	21.1	3	18.8
b. Full sick pay added to sickness and accident insurance benefits (to run concurrently)	3	15.8	4	25.0
c. The difference between sickness and accident insurance benefit and full pay is paid from sick leave plan concurrently	4	21.1	1	6.3
d. Sick pay used only when sickness and accident insurance benefits end	-	-	-	-
e. Other	8	42.0	8	49.9

Hourly Plant Workers		Outside Route Sales	
Number	Percent	Number	Percent

10	28.5	8	32.0
7	20.0	4	16.0
1	2.9	1	4.0
2	5.7	3	12.0
15	42.9	9	36.0

5	13.9	4	16.7
28	77.7	17	70.8
1	2.8	1	4.2
2	5.6	2	8.3

2	5.6	4	16.0
9	25.0	8	32.0
22	61.1	10	40.0
3	8.3	3	12.0
-	-	-	-

20	55.6	17	68.0
3	8.3	2	8.0
11	30.5	4	16.0
2	5.6	2	8.0
-	-	-	-

6	15.4	8	29.6
33	84.6	19	70.4

2	18.2	1	9.1
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2	18.2	2	18.2
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-	-	-	-
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7	63.6	8	72.7
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**SICK LEAVE PLANS - COMPANY SPONSORED
AND EXCLUDING SICKNESS AND ACCIDENT
INSURANCE OR WORKERS' COMPENSATION**

Exempt Salary (Supervisors and Managers)		Non-exempt	
Number	Percent	Number	Percent

20. Does your company have a formal paid sick leave plan?				
a. Yes	29	60.4	30	68.2
b. No (proceed to question 27)	19	39.6	14	31.8
21. What is the minimum length of service to qualify for paid sick leave?				
a. No minimum service required	8	27.6	7	23.3
b. 1 month	5	17.2	4	13.3
c. 3 months or less	5	17.2	7	23.3
d. 6 months or less	4	13.8	5	16.7
e. 1 year or less	6	20.8	5	16.7
f. Other	1	3.4	2	6.7
22. How many days of individual paid sick leave are allowed per year?				
a. Under 5	4	16.7	5	19.2
b. 5 to 9	9	37.5	11	42.3
c. 10 days	2	8.3	1	3.8
d. 11 to 14	-	-	-	-
e. 15 or over	9	37.5	9	34.7
23. Does sick leave vary by length of service?				
a. Yes	8	29.6	10	34.5
b. No	19	70.4	19	65.5
24. Unused sick leave is:				
a. Cancelled at end of year	18	78.3	19	73.1
b. Paid for at end of year	1	4.3	3	11.5
c. Carried over to following year	4	17.4	4	15.4
25. If sick leave is carried over, is there an accrual limit?				
a. Yes	4	30.8	3	23.1
b. No	9	69.2	10	76.9
26. Does your company have both sickness and accident insurance, and a formal sick leave plan?				
a. Yes	18	64.3	18	60.0
b. No	10	35.7	12	40.0

Hourly Plant Workers		Outside Route Sales	
Number	Percent	Number	Percent

18	42.9	16	57.1
24	57.1	12	42.9

-	-	1	5.9
1	5.6	2	11.8
6	33.3	5	29.4
3	16.7	3	17.6
7	38.8	5	29.4
1	5.6	1	5.9

6	35.3	4	23.5
7	41.2	8	47.1
2	11.8	-	-
-	-	-	-
2	11.7	5	29.4

2	10.5	3	16.7
17	89.5	15	83.3

7	41.2	8	53.3
5	29.4	4	26.7
5	29.4	3	20.0

4	44.4	3	37.5
5	55.6	5	62.5

12	60.0	11	64.7
8	40.0	6	35.3

**SALARY CONTINUATION INSURANCE - LONG-TERM
DISABILITY (EXCLUDING SICKNESS AND ACCIDENT
INSURANCE AND COMPANY SICK LEAVE PLANS)**

<u>Exempt Salary (Supervisors and Managers)</u>		<u>Non-exempt</u>	
<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>

27. Does your company offer long-term disability insurance to employees?

- a. Yes, when disabled 6 months or less
- b. Yes, when disabled more than 6 months
- c. No, this insurance is not offered

9	18.4	6	13.0
29	59.2	25	54.4
11	22.4	15	32.6

28. What percent of the insurance premium is paid by your company?

- a. 100%
- b. 51% to 99%
- c. 50% and under
- d. Nothing (employees pay all)

22	57.9	17	53.1
4	10.5	4	12.5
3	7.9	3	9.4
9	23.7	8	25.0

**GROUP MEDICAL INSURANCE (INCLUDING
MAJOR MEDICAL)**

29. What is the required length of service for an employee to be eligible for insurance coverage?

- a. Immediate eligibility
- b. First of the following month
- c. 30-59 days
- d. 60-89 days
- e. Over 3 months

12	24.0	6	12.5
7	14.0	7	14.6
17	34.0	13	27.1
6	12.0	10	20.8
8	16.0	12	25.0

30. What portion of the insurance premium for employees is paid by your company?

- a. None
- b. Up to 25%
- c. 26% to 49%
- d. 50% to 75%
- e. 76% to 99%
- f. 100%

-	-	-	-
-	-	-	-
-	-	-	-
3	6.1	2	4.2
13	26.5	12	25.0
33	67.4	34	70.8

31. What portion of the insurance premium for dependents is paid by your company?

- a. None
- b. Up to 25%
- c. 26% to 49%
- d. 50% to 75%
- e. 76% to 99%
- f. 100%

4	8.0	3	6.1
-	-	-	-
1	2.0	1	2.0
6	12.0	5	10.3
15	30.0	15	30.6
24	48.0	25	51.0

Hourly Plant Workers		Outside Route Sales	
<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>

5	11.1	3	9.4
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5	11.1	4	12.5
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35	77.8	25	78.1
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11	78.6	5	50.0
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-	-	-	-
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1	7.1	2	20.0
---	-----	---	------

2	14.3	3	30.0
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-	-	-	-
2	4.3	3	9.4

12	26.1	10	31.3
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12	26.1	11	34.4
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20	43.5	8	24.9
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-	-	1	3.1
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-	-	-	-
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-	-	-	-
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-	-	-	-
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4	8.9	3	9.4
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41	91.1	28	87.5
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2	4.3	2	6.3
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-	-	-	-
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1	2.2	1	3.1
---	-----	---	-----

3	6.5	2	6.3
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7	15.2	6	18.7
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33	71.8	21	65.6
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GROUP MEDICAL INSURANCE (INCLUDING MAJOR
MEDICAL - continued

	Exempt Salary (Supervisors and Managers)		Non-exempt	
	Number	Percent	Number	Percent
32. Are retired employees covered?				
a. Yes	24	49.0	23	46.9
b. No	25	51.0	26	53.1
33. What portion of the insurance premium for retired employees is paid by your company?				
a. None	22	57.9	22	57.9
b. Up to 25%	1	2.6	1	2.6
c. 26% to 49%	1	2.6	-	-
d. 50% to 75%	3	7.9	3	7.9
e. 76% to 99%	2	5.3	2	5.3
f. 100%	9	23.7	10	26.3
34. What is the maximum daily room allowance (not major medical) semi-private room charge:				
a. \$99 or less	1	2.1	1	2.1
b. \$100 or over	2	4.2	2	4.2
c. Reasonable and customary	43	89.5	43	89.5
d. Other	2	4.2	2	4.2
35. What is the maximum number of days paid?				
a. 31 to 60	1	2.3	1	2.3
b. 61 to 90	1	2.3	1	2.3
c. 91 to 120	11	25.0	12	27.3
d. 121 to 364	4	9.1	3	6.8
e. 365 and over	18	40.9	18	40.9
f. Other	9	20.4	9	20.4
36. What is the maximum extra hospital allowance (not major medical)?				
a. Full coverage	22	68.8	22	68.8
b. \$500 and under	1	3.1	1	3.1
c. \$501 to \$1,000	-	-	-	-
d. Over \$1,000	9	28.1	9	28.1
37. What is the maximum surgical coverage?				
a. Under \$500	-	-	-	-
b. \$500 to \$750	1	2.2	1	2.2
c. \$751 to \$1,000	-	-	-	-
d. \$1,001 to \$1,500	-	-	-	-
e. Reasonable and customary	37	82.2	37	82.2
f. Other	7	15.6	7	15.6
38. Does your company's hospitali- zation program include major medical?				
a. Yes	44	93.6	44	93.6
b. No	3	6.4	3	6.4

Hourly Plant Workers		Outside Route Sales	
Number	Percent	Number	Percent

23	48.9	15	45.5
24	51.1	18	54.5

19	50.0	16	57.1
1	2.6	1	3.6
-	-	-	-
2	5.3	1	3.6
2	5.3	1	3.6
14	36.8	9	32.1

2	4.3	2	6.3
2	4.3	2	6.3
40	87.1	26	81.1
2	4.3	2	6.3

1	2.3	-	-
3	7.0	2	6.7
13	30.2	7	23.3
3	7.0	3	10.0
14	32.6	13	43.3
9	20.9	5	16.7

22	71.0	16	61.5
2	6.5	2	7.7
-	-	-	-
7	22.5	8	30.8

1	2.3	1	3.6
4	9.3	1	3.6
-	-	-	-
2	4.7	1	3.6
31	72.1	21	74.9
5	11.6	4	14.3

41	91.1	29	93.5
4	8.9	2	6.5

GROUP MEDICAL INSURANCE (INCLUDING MAJOR MEDICAL) - continued

Exempt Salary (Supervisors and Managers)		Non-exempt	
Number	Percent	Number	Percent

39. What are the maximum benefits payable under major medical:

a. \$15,001 to \$25,000	-	-	-	-
b. \$25,001 to \$50,000	-	-	-	-
c. \$50,000 to \$100,000	1	2.2	1	2.2
d. Over \$100,000	31	67.4	31	67.4
e. No limit	14	30.4	14	30.4

40. Is there a deductible?

a. Yes	48	98.0	48	98.0
b. No	1	2.0	1	2.0

41. If so, how much?

a. \$100	18	36.7	18	36.7
b. \$150	1	2.0	1	2.0
c. \$200	12	24.6	12	24.6
d. Other	18	36.7	18	36.7

DENTAL INSURANCE

42. Does your company provide dental insurance for employees?

a) Yes	33	68.8	33	70.2
b) No (proceed to question 45)	15	31.2	14	29.8

43. What is the deductible?

a. \$50	10	30.3	10	30.3
b. \$100	4	12.1	4	12.1
c. Other	19	57.6	19	57.6

44. What portion of the premium is paid by your company?

a. 49% or under	-	-	-	-
b. 50% to 75%	2	6.1	2	6.1
c. 76% to 100%	31	93.9	31	93.9

45. What other plans are available:

a. Prescription drug insurance	37	68.5	37	68.5
b. Vision care insurance	17	31.5	17	31.5

ALTERNATIVE INSURANCE PROGRAMS

46. Does your company offer membership in a Health Maintenance Organization (HMO) as an alternative to group insurance?

a. Yes	15	30.6	15	30.6
b. No	34	69.4	34	69.4

47. Is a Preferred Provider Organization (PPO) offered?

a. Yes	11	22.4	11	22.4
b. No	38	77.6	38	77.6

Hourly Plant Workers		Outside Route Sales	
<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>

-	-	-	-
1	2.3	1	3.2
4	9.3	4	12.9
29	67.5	19	61.3
9	20.9	7	22.6

43	95.6	31	93.9
2	4.4	2	6.1

21	47.7	16	51.6
2	4.5	-	-
9	20.5	6	19.4
12	27.3	9	29.0

34	75.6	22	68.8
11	24.4	10	31.2

12	35.3	9	42.9
5	14.7	4	19.0
17	50.0	8	38.1

-	-	1	4.5
1	3.0	-	-
32	97.0	21	95.5

40	67.8	24	68.6
19	32.2	11	31.4

12	25.5	7	21.2
35	74.5	26	78.8

11	22.9	5	15.2
37	77.1	28	84.8

ALTERNATIVE INSURANCE PROGRAMS - continued

	Exempt Salary (Supervisors and Managers)		Non-exempt	
	Number	Percent	Number	Percent
48. Is an Individual Practice Organization (IPA) offered?				
a. Yes	5	10.4	5	10.4
b. No	43	89.6	43	89.6
49. Does your company's medical insurance provide any benefits related to Acquired Immune Deficiency Syndrome (AIDS)?				
a. Yes	37	84.1	37	84.1
b. No	7	15.9	7	15.9
50. Does your company participate in a formal alcohol and drug rehabilitation program?				
a. Yes	27	55.1	26	53.1
b. No	22	44.9	23	46.9
PENSION PLAN				
51. Does your company have a formal pension plan?				
a. Yes	37	77.1	37	77.1
b. No (proceed to question 58)	11	22.9	11	22.9
52. Is your pension plan an employee contributory plan?				
a. Yes	4	11.1	4	11.1
b. No	32	88.9	32	88.9
53. What is the basis of an employee's eligibility for participation in the plan?				
a. Age	1	2.6	1	2.6
b. Length of service	8	20.5	9	23.1
c. Both age and length of service	28	71.8	27	69.2
d. Other	2	5.1	2	5.1
54. On what basis are pensions calculated?				
a. Earnings	5	12.5	5	12.5
b. Length of service	2	5.0	3	7.5
c. Both earnings and length of service	13	32.5	13	32.5
d. Earnings, length of service and social security benefits	20	50.0	19	47.5
55. Does the pension plan contain a provision for early retirement?				
a. Yes	33	91.7	33	91.7
b. No (proceed to question 58)	3	8.3	3	8.3

Hourly Plant Workers		Outside Route Sales	
Number	Percent	Number	Percent

4	8.9	2	6.1
41	91.1	31	93.9

35	85.4	25	83.3
6	14.6	5	16.7

23	50.0	16	48.5
23	50.0	17	51.5

41	87.2	28	87.5
6	12.8	4	12.5

3	7.5	1	3.4
37	92.5	28	96.6

2	5.0	1	3.7
10	25.0	10	37.0
26	65.0	15	55.6
2	5.0	1	3.7

6	14.0	2	7.4
15	34.9	9	33.3

17	39.5	9	33.3
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5	11.6	7	26.0
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35	92.1	25	92.6
3	7.9	2	7.4

PENSION PLAN - continued

Exempt Salary (Supervisors and Managers)		Non-exempt	
Number	Percent	Number	Percent

56. What is the earliest retirement age permitted?

- a. Under 50 years of age
- b. 51-54 years of age
- c. 55 years of age
- d. 56-60 years of age
- e. 60-64 years of age

1	2.8	1	2.8
3	8.3	3	8.3
29	80.5	29	80.5
1	2.8	1	2.8
2	5.6	2	5.6

57. What is the minimum length of service required to be vested in the plan for retirement benefits?

- a. 5 years or less
- b. 6-10 years
- c. 11-15 years
- d. Other

16	43.2	15	40.5
17	45.9	18	48.6
1	2.7	1	2.7
3	8.2	3	8.2

PENSION FORMULA

58. What is the basis of adjustment for inflation to pensions for employees already retired?

- a. No adjustments
- b. Increased regularly, based on Consumer Price Index
- c. Adjusted at discretion of management

24	64.9	24	64.9
1	2.7	1	2.7
12	32.4	12	32.4

59. Is the plan integrated with Social Security (are the payments deducted from pension payments)?

- a. Yes
- b. No

18	48.6	18	48.6
19	51.4	19	51.4

60. Does the plan contain a provision for early retirement due to an employee's physical condition (i.e. disability pension)?

- a. Yes
- b. No

24	64.9	24	64.9
13	35.1	13	35.1

61. Does your company offer a 401K type deferred compensation plan?

- a. Yes
- b. No

30	63.8	29	61.7
17	36.2	18	38.3

WAGE ASSIGNMENT AND WAGE DEDUCTION ORDERS

62. Does your company have a written policy regarding employee garnishments?

- a. Yes
- b. No

20	41.7	20	41.7
28	58.3	28	58.3

Hourly Plant Workers		Outside Route Sales	
Number	Percent	Number	Percent

5	13.9	3	11.5
4	11.1	2	7.7
25	69.4	17	65.5
-	-	1	3.8
2	5.6	3	11.5

10	25.6	8	29.6
25	64.1	17	63.0
3	7.7	1	3.7
1	2.6	1	3.7

26	72.2	16	64.0
-	-	1	4.0
10	27.8	8	32.0

9	22.5	8	29.6
31	77.5	19	70.4

28	75.7	17	65.4
9	24.3	9	34.6

9	20.5	9	30.0
35	79.5	21	70.0

20	42.6	12	36.4
27	57.4	21	63.6

PROFIT SHARING PLAN

Exempt Salary (Supervisors and Managers)		Non-exempt	
Number	Percent	Number	Percent

63. Does your company have a profit sharing plan for employees?					
a. Yes	15	30.6	15	30.6	
b. No (proceed to question 66)	34	69.4	34	69.4	
64. What type of plan?					
a. Deferred	12	75.0	11	73.3	
b. Other	4	25.0	4	26.7	
65. Are both a profit sharing and a pension plan offered?					
a. Yes	9	52.9	9	52.9	
b. No	8	47.1	8	47.1	

ANNUAL BONUS

66. Does your company provide an annual bonus (cash or gift)?					
a. Yes	33	68.8	23	48.9	
b. No (proceed to question 68)	15	31.2	24	51.1	
67. Type of bonus:					
a. Money	29	70.7	16	57.1	
b. Food (turkey, etc.)	11	26.9	11	39.3	
c. Other	1	2.4	1	3.6	

SERVICE AWARDS

68. If your company grants service awards, what type of awards?					
a. Jewelry	25	36.3	25	36.2	
b. Money, stocks or bonds	3	4.3	4	5.8	
c. Certificates or plaques	11	16.0	10	14.6	
d. Extra vacation bonus	3	4.3	3	4.3	
e. Other	13	18.8	13	18.8	
f. None	14	20.3	14	20.3	

TRAINING AND MANAGEMENT DEVELOPMENT

69. Indicate which training programs your company sponsors:					
a. Supervisory development courses	33	22.9	15	18.5	
b. Junior college supervisory courses	6	4.2	4	4.9	
c. Formal apprenticeship programs	6	4.2	3	3.7	
d. Correspondence courses	21	14.6	11	13.6	
e. Professional association memberships	33	22.8	10	12.4	
f. Seminars/workshops	36	25.0	31	38.3	
g. Other	9	6.3	7	8.6	

Hourly Plant Workers		Outside Route Sales	
Number	Percent	Number	Percent

6	12.8	7	20.6
41	87.2	27	79.4

4	50.0	5	50.0
4	50.0	5	50.0

4	26.7	4	33.3
11	73.3	8	66.7

19	41.3	12	36.4
27	58.7	21	63.6

10	40.0	7	41.2
13	52.0	8	47.0
2	8.0	2	11.8

21	35.0	12	28.5
3	5.0	2	4.8
6	10.0	3	7.1
2	3.3	1	2.4
13	21.7	11	26.2
15	25.0	13	31.0

10	17.8	8	22.2
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3	5.4	1	2.8
7	12.4	2	5.5
10	17.9	5	13.9

3	5.4	4	11.1
14	25.0	10	27.8
9	16.1	6	16.7

TUITION PAID BY YOUR COMPANY

70. Supervisory development courses:

	Exempt Salary (Supervisors and Managers)		Non-exempt	
	Number	Percent	Number	Percent
a. 100%	35	92.1	19	82.6
b. Other	3	7.9	4	17.4

71. College or correspondence courses:

a. 100%	17	45.9	12	37.5
b. 75%	2	5.4	2	6.3
c. 50%	2	5.4	2	6.3
d. Determined by grade	16	43.3	16	49.9

72. Must the courses be job related for the tuition to be paid?

a. Yes	34	87.2	27	84.4
b. No	5	12.8	5	15.6

73. What is the annual maximum employee tuition allowance?

a. Under \$500	2	5.4	2	6.5
b. \$501 to \$1,000	-	-	-	-
c. \$1,001 to \$1,500	3	8.1	3	9.7
d. \$1,501 to \$2,000	-	-	-	-
e. No limit	27	73.0	23	74.1
f. Other	5	13.5	3	9.7

IN-PLANT TRAINING

74. Does your company provide formal training programs for employees?

a. Yes	30	71.4	26	63.4
b. No	12	28.6	15	36.6

75. Which of the following subjects are covered?

a. Company organization, products and operations	22	11.9	17	13.6
b. Company's general economics	9	4.9	6	4.8
c. Safety procedures	31	16.8	24	19.2
d. Production planning	13	7.0	6	4.8
e. Employee benefit programs	25	13.5	20	16.0
f. Company policies	21	11.4	17	13.6
g. Methods of improvement	15	8.1	9	7.2
h. Supervisory development	25	13.5	10	8.0
i. Quality control	16	8.6	8	6.4
j. Other	8	4.3	8	6.4

CREDIT UNION

76. Does your company have a credit union?

a. Yes	26	55.3	26	55.3
b. No (proceed to question 78)	21	44.7	21	44.7

Hourly Plant Workers		Outside Route Sales	
Number	Percent	Number	Percent

13	81.2	8	88.9
3	18.8	1	11.1

9	42.9	6	60.0
1	4.8	1	10.0
2	9.5	12	10.0
9	42.8	2	20.0

21	84.0	11	78.6
4	16.0	3	21.4

1	4.2	-	-
-	-	-	-
2	8.3	1	7.1
-	-	-	-
20	83.3	13	92.9
1	4.2	-	-

29	67.4	20	69.0
14	32.6	9	31.0

15	11.6	10	13.4
4	3.1	1	1.4
33	25.6	19	25.6
5	3.9	3	4.1
17	13.2	11	14.9
17	13.2	11	14.9
8	6.2	6	8.1
8	6.2	6	8.1
15	11.6	3	4.1
7	5.4	4	5.4

30	63.8	20	60.6
17	36.2	13	39.4

CREDIT UNION - continued

Exempt Salary (Supervisors and Managers)		Non-exempt	
Number	Percent	Number	Percent

77. Who manages the credit union?

a. Employees only	7	41.2	7	41.2
b. Jointly management by employees and management	10	58.8	10	58.8

LEAVE OF ABSENCE

78. Does your company have a formal, written policy for granting paid leave of absences?

a. Yes	26	53.1	27	55.1
b. No (proceed to question 80)	23	46.9	22	44.9

79. Which of these areas are covered?

a. Medical	26	25.5	27	26.0
b. Jury duty	27	26.5	28	26.9
c. Military duty	20	19.6	20	19.2
d. Education	8	7.8	8	7.7
e. Personal	17	16.7	16	15.4
f. Other	4	3.9	5	4.8

JURY DUTY

80. Does your company pay for time-off for jury duty?

a. Yes	44	95.7	45	95.7
b. No (proceed to question 82)	2	4.3	2	4.3

81. How is the pay computed?

a. Full pay in addition to jury pay	11	24.4	11	23.9
b. The difference between regular pay and jury pay	34	75.6	35	76.1
c. No supplemental pay	-	-	-	-
d. Other	-	-	-	-

PERSONAL LEAVE OF ABSENCE

82. Do you grant paid personal time-off?

a. Yes	30	61.2	27	56.2
b. No (proceed to question 84)	19	38.8	21	43.8

83. Maximum number of days allowed?

a. 1 to 10 days	7	22.6	8	28.6
b. Varies with discretion	24	77.4	20	71.4

MILITARY LEAVE

84. Do you grant summer military leave?

a. Yes	39	83.0	39	83.0
b. No (proceed to question 87)	8	17.0	8	17.0

Hourly Plant Workers		Outside Route Sales	
Number	Percent	Number	Percent

10	52.6	9	64.3
9	47.4	5	35.7

24	51.1	16	48.5
23	48.9	17	51.5

22	22.7	14	24.6
26	26.8	16	28.1
20	20.6	11	19.3
8	8.2	4	7.0
16	16.5	9	15.7
5	5.2	3	5.3

42	91.3	28	87.5
4	8.7	4	12.5

4	9.5	1	3.6
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38	90.5	27	96.4
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-	-	-	-
-	-	-	-

19	42.2	14	43.8
26	57.8	18	56.2

8	40.0	6	42.9
12	60.0	8	57.1

38	80.9	24	72.7
9	19.1	9	27.3

MILITARY LEAVE - continued

Exempt Salary (Supervisors and Managers)		Non-exempt	
Number	Percent	Number	Percent

85. Is this time-off in addition to vacation?

a. Yes	27	65.9	27	65.9
b. No	14	34.1	14	34.1

86. How is pay for summer military leave computed?

a. Regular pay	3	7.9	3	7.7
b. The difference between regular pay and military pay	11	28.9	11	28.2
c. No supplemental pay	22	57.9	23	59.0
d. Other	2	5.3	2	5.1

DEATH IN FAMILY

87. How much paid time-off does your company allow?

a. 1 day	2	4.1	2	4.1
b. 2 days	1	2.0	1	2.0
c. 3 days	43	87.8	43	87.8
d. 4 days	-	-	-	-
e. 5 days	3	6.1	3	6.1

88. The definition of family includes:

a. Immediate blood relatives	42	48.3	42	48.3
b. In-laws	32	36.8	32	36.8
c. Other	13	14.9	13	14.9

SEVERANCE PAY

89. Is severance pay granted in cases of voluntary resignation?

a. Yes	4	8.5	3	6.4
b. No	43	91.5	44	93.6

90. Is it granted in cases of discharge (other than just cause)?

a. Yes	18	36.7	16	34.0
b. No	12	24.5	20	42.6
c. Varies with discretion	19	38.8	11	23.4

91. Is it granted for work force reductions?

a. Yes	28	62.2	28	62.2
b. No	17	37.8	17	37.8

92. How is severance pay computed?

a. Length of service	24	54.5	22	59.5
b. discretionary	14	31.8	9	24.3
c. Other	6	13.7	6	16.2

Hourly Plant Workers		Outside Route Sales	
Number	Percent	Number	Percent

27	65.9	14	53.8
14	34.1	12	46.2

2	4.9	2	8.0
11	26.8	6	24.0
26	63.4	16	64.0
2	4.9	1	4.0

2	4.1	1	2.9
1	2.0	-	-
43	87.8	31	91.2
-	-	-	-
3	6.1	2	5.9

41	48.8	28	51.9
31	36.9	20	37.0
12	14.3	6	11.1

2	4.3	2	6.5
44	95.7	29	93.5

10	22.2	5	16.6
29	64.5	17	56.7
6	13.3	8	26.7

21	47.7	15	51.7
23	52.3	14	48.3

20	71.4	12	63.2
6	21.4	6	31.6
2	7.2	1	5.2

HOLIDAYS

Exempt Salary (Supervisors and Managers)		Non-exempt	
Number	Percent	Number	Percent

93. How many paid holidays are granted per year?				
a. 7 or less	28	59.6	28	58.3
b. 8	4	8.5	3	6.3
c. 9	3	6.4	3	6.3
d. 10	5	10.6	7	14.5
e. 11	2	4.3	2	4.2
f. 12	5	10.6	5	10.4
g. 13 and over	-	-	-	-
94. Must employees work the day before and the day after a holiday to receive pay?				
a. Yes	23	47.9	34	68.0
b. No	25	52.1	16	32.0
95. What is the minimum length of service to qualify for holiday pay?				
a. None	31	66.0	27	55.1
b. 30 days	13	27.6	13	26.5
c. 60 days	-	-	-	-
d. 90 days or more	3	6.4	9	18.4

VACATIONS

What is the minimum length of service required for:

96. One week of vacation?				
a. 6 months	11	25.0	9	20.0
b. 1 year	31	70.5	34	75.6
c. 2 years	-	-	-	-
d. One week not granted	2	4.5	2	4.4
97. Two weeks of vacation?				
a. Less than 1 year	2	4.0	-	-
b. 1 year	27	54.0	23	46.9
c. 2 years	12	24.0	17	34.7
d. More than 2 years	8	16.0	9	18.4
e. Two weeks not granted	1	2.0	-	-
98. Three weeks of vacation?				
a. Under 5 years	6	12.2	1	2.0
b. 5 years	27	55.2	27	55.2
c. 6 to 9 years	13	26.5	18	36.7
d. 10 years	1	2.0	1	2.0
e. Over 10 years	2	4.1	2	4.1
d. Three weeks not granted	-	-	-	-

Hourly Plant		Outside	
Workers		Route Sales	
Number	Percent	Number	Percent

26	54.2	21	63.6
4	8.3	1	3.0
3	6.3	2	6.1
6	12.4	6	18.3
5	10.4	1	3.0
2	4.2	1	3.0
2	4.2	1	3.0

45	91.8	26	81.2
4	8.2	6	18.8

18	37.5	14	43.8
19	39.6	13	40.6
-	-	-	-
11	22.9	5	15.6

4	8.5	3	9.7
42	89.4	25	80.6
-	-	-	-
1	2.1	3	9.7

-	-	-	-
10	21.3	11	32.4
21	44.7	13	38.2
16	34.0	10	29.4
-	-	-	-

2	4.1	1	2.9
23	46.9	17	50.0
20	40.8	11	32.4
2	4.1	3	8.8
2	4.1	2	5.9
-	-	-	-

VACATIONS - continued

Exempt Salary (Supervisors and Managers)		Non-exempt	
Number	Percent	Number	Percent

99. Four weeks of vacation?				
a. 10 to 15 years	37	77.1	37	75.5
b. 16 to 20 years	7	14.6	8	16.3
c. 21 to 25 years	1	2.1	1	2.0
d. Four weeks not granted	3	6.2	3	6.2
100. Five weeks of vacation?				
a. Under 20 years	10	20.8	8	16.7
b. 20 to 25 years	17	35.4	20	41.7
c. 25 years or more	7	14.6	7	14.6
d. Five weeks not granted	14	29.2	13	27.0

REST PERIODS

101. Does your company have formal rest periods?				
a. Yes	21	44.7	37	77.1
b. No	26	55.3	11	22.9
102. What is the schedule and length?				
a. AM 10 minutes or less	9	18.8	11	15.1
b. AM 15 minutes or more	11	22.9	26	35.6
c. PM 10 minutes or less	7	14.6	9	12.3
d. PM 15 minutes or more	10	20.8	21	28.8
e. Length of time not specified	11	22.9	6	8.2

AUTO MILEAGE ALLOWANCE

103. Are traveling employees provided with a car?				
a. Company car	30	43.5	7	21.9
b. Leased car	10	14.5	2	6.3
c. Reimbursed for use of own car	29	42.0	23	71.8
104. What amount is allowed for the use of a personal car for business?				
a. 15¢ per mile or less	2	4.4	-	-
b. 16¢ per mile	1	2.2	1	3.1
c. 17¢ per mile	-	-	-	-
d. 18¢ per mile	1	2.2	2	6.3
e. 19¢ per mile	-	-	-	-
f. 20¢ per mile	13	29.0	10	31.2
g. Over 20¢ per mile	28	62.2	19	59.4

PAY POLICIES AND PRACTICES

105. How many hours constitute your company's "standard work week?"				
a. 35 to 36 hours	1	2.0	1	2.0
b. 37 to 37.5 hours	2	4.1	3	6.1
c. 37.5 to 40 hours	36	73.5	45	91.9
d. Over 41 hours	10	20.4	-	-

Hourly Plant Workers		Outside Route Sales	
Number	Percent	Number	Percent

34	72.3	24	72.7
10	21.3	7	21.2
1	2.1	1	3.0
2	4.3	1	3.1

6	12.8	5	15.6
20	42.6	13	40.6
10	21.3	7	21.9
11	23.3	7	21.9

48	96.0	21	63.6
2	4.0	12	36.4

21	24.1	7	18.4
27	31.0	12	31.6
18	20.8	6	15.8
21	24.1	10	26.3
-	-	3	7.9

4	28.6	7	50.0
-	-	1	7.1
10	71.4	6	42.9

-	-	1	9.1
1	6.7	1	9.1
-	-	-	-
-	-	1	9.1
-	-	-	-
4	26.6	3	27.2
10	66.7	5	45.5

2	4.1	-	-
1	2.0	-	-
44	89.8	25	75.8
2	4.1	8	24.2

OVERTIME PAYMENTS

Exempt Salary (Supervisors and Managers)		Non-exempt	
Number	Percent	Number	Percent

106. Does your company pay time and a half after:

a. 8 hours daily

Yes

No

b. 40 hours weekly

Yes

No

4	6.1	24	29.6
28	42.4	14	17.3
8	12.1	38	46.9
26	39.4	5	6.2

107. What is the pay basis for Saturday work?

a. Straight-time

b. Time and a half

c. Double time

d. Other

17	68.0	26	54.2
3	12.0	18	37.5
-	-	-	-
5	20.0	4	8.3

108. What is the pay basis for Sunday work?

a. Straight-time

b. Time and a half

c. Double time

d. Other

17	68.0	25	59.6
2	8.0	10	23.8
1	4.0	4	9.5
5	20.0	3	7.1

109. If exempt line-supervisors work overtime, what is the policy?

a. No additional compensation

b. Paid time and a half

c. Paid straight-time

d. Compensatory time-off

e. Other

26	57.8	7	46.7
5	11.1	3	20.0
1	2.2	-	-
9	20.0	3	20.0
4	8.9	2	13.3

SHIFT PREMIUM

110. What is the night shift premium?

a. None

b. Under 10% per hour

c. 10% per hour

d. Over 10% per hour

e. 10¢ to 20¢ per hour

f. 21¢ to 30¢ per hour

g. Over 30¢ per hour

24	96.0	20	64.6
-	-	1	3.2
-	-	-	-
-	-	-	-
-	-	9	29.0
-	-	1	3.2
1	4.0	-	-

EMPLOYEE TURNOVER

111. What is your company's annual employee turnover rate due to all causes?

a. Less than 10%

b. Between 10% and 25%

c. Between 26% and 38%

d. Over 38%

38	84.4	35	76.1
7	15.6	11	23.9
-	-	-	-
-	-	-	-

Hourly Plant Workers		Outside Route Sales	
Number	Percent	Number	Percent

35	43.8	12	25.5
7	8.8	10	21.3

37	46.1	13	27.7
1	1.3	12	25.5

28	57.2	20	77.0
18	36.7	4	15.4
-	-	1	3.8
3	6.1	1	3.8

27	56.3	16	76.2
9	18.8	3	14.3
6	12.5	-	-
6	12.4	2	9.5

6	54.5	5	62.5
3	27.3	2	25.0
-	-	-	-
1	9.1	1	12.5
1	9.1	-	-

8	17.0	15	71.3
3	6.4	1	4.8
1	2.1	-	-
-	-	-	-
23	49.0	3	14.3
9	19.1	1	4.8
3	6.4	1	4.8

18	38.4	19	57.5
19	40.4	9	27.3
5	10.6	2	6.1
5	10.6	3	9.1

PROBATIONARY PERIOD

112. What is the length of a new employee's probationary period?
- a. 30 days or less
 - b. 31-60 days
 - c. 61-90 days
 - d. Other

<u>Exempt Salary</u> (Supervisors and Managers)		<u>Non-exempt</u>	
<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>

16	43.2	12	29.3
5	13.5	7	17.1
12	32.4	20	48.8
4	10.9	2	4.8

WAGE AND SALARY PLAN

113. How are individual employee increases handled?
- a. Merit only
 - b. Automatic to a certain point, then merit
 - c. Automatic progression only
 - d. Per union contract
 - e. Other

30	62.5	24	49.0
14	29.2	16	32.7
2	4.2	6	12.2
-	-	2	4.1
2	4.1	1	2.0

114. What average salary increase is projected for 1989?
- a. 4% or less
 - b. 5%
 - c. 6%
 - d. 7% or more

20	47.6	26	61.9
18	42.9	15	35.7
3	7.1	1	2.4
1	2.4	-	-

SAFETY CLOTHING

115. If your company requires safety shoes, what percent of the cost is paid by the company?

- a. None
- b. Up to 25%
- c. 26% to 50%
- d. 51% to 100%
- e. Flat amount
- f. No policy

6	18.8	6	19.4
1	3.1	1	3.2
2	6.3	2	6.5
2	6.3	2	6.5
3	9.4	3	9.7
18	56.1	17	54.7

116. If uniforms are required, what percent is paid for by the company?

- a. None
- b. 50% or less
- c. 51% to 100%
- d. No policy

4	13.8	3	11.1
3	10.3	4	14.8
17	58.6	12	44.4
5	17.3	8	29.7

117. Has your company had an OSHA inspection in the last 12 months?

- a. Yes, citation and fine
- b. Yes, citation only
- c. Yes, no citation
- d. No

2	6.1	1	3.7
3	9.1	2	7.4
10	30.3	7	25.9
18	54.5	17	53.0

Hourly Plant Workers		Outside Route Sales	
<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>

15	30.6	12	37.5
14	28.6	9	28.1
16	32.7	10	31.3
4	8.1	1	3.1

3	5.9	3	9.1
4	7.8	4	12.1
7	13.7	4	12.1
35	68.6	16	48.5
2	4.0	6	18.2

34	82.9	20	74.1
7	17.1	6	22.2
-	-	-	-
-	-	1	3.7

14	31.8	9	34.6
1	2.3	1	3.8
1	2.3	1	3.8
5	11.4	3	11.5
5	11.4	-	-
18	40.8	12	46.3

7	14.6	4	14.3
11	22.9	9	32.1
30	62.5	15	53.6
-	-	-	-

1	2.6	-	-
5	12.8	1	5.9
12	30.8	6	35.3
21	53.8	10	58.8

LABOR RELATIONS

Exempt Salary (Supervisors and Managers)		Non-exempt	
Number	Percent	Number	Percent

118. If your company is non-union, has any organizing activity occurred in the last year?				
a. Yes	1	5.3	2	10.5
b. No	18	94.7	17	89.5
119. Does your company seek professional legal advice on labor relations on a regular basis?				
a. Yes	17	65.4	13	59.1
b. No	9	34.6	9	40.9
120. Has your company published:				
a. Formal plant rules	27	43.5	26	40.0
b. Formal disciplinary procedures	20	32.3	21	32.3
c. Formal grievance system	15	24.2	18	27.7
121. Through what means are employees informed of these formal rules, procedures and systems?				
a. Personnel Department	21	26.3	22	25.0
b. Bulletin board	18	22.5	20	22.7
c. Employee handbook	18	22.4	19	21.6
d. Supervisor	17	21.3	20	22.7
e. Other	6	7.5	7	8.0
122. Has any attempt been made to decertify the union in the last year?				
a. Yes	-	-	-	-
b. No	14	100.0	12	100.0

UNIONS-PLANT

123. Are any plant or sales employees represented by a union?				
a. Yes	3	15.8	3	16.7
b. No (proceed to question 126)	16	84.2	15	83.3
124. Were they organized within the last 3 years?				
a. Yes	-	-	-	-
b. No	5	100.0	6	100.0
125. How much are the monthly dues?				
a. \$ 0-\$12	-	-	-	-
b. \$12-\$14	-	-	-	-
c. \$14-\$18	-	-	-	-
d. Over \$18	2	100.0	3	100.0
e. Other	-	-	-	-

Hourly Plant Workers		Outside Route Sales	
Number	Percent	Number	Percent
9	47.4	8	57.1
10	52.6	6	42.9
29	70.7	18	75.0
12	29.3	6	25.0
44	36.4	25	37.9
39	32.2	22	33.3
38	31.4	19	28.8
32	23.7	16	23.5
34	25.2	16	23.5
30	22.2	18	26.5
29	21.5	13	19.1
10	7.4	5	7.4
2	5.7	1	5.6
33	94.3	17	94.4
37	82.2	21	72.4
8	17.8	8	27.6
3	7.9	1	4.8
35	92.1	20	95.2
1	2.5	-	-
1	2.5	-	-
9	22.5	3	14.3
26	65.0	17	80.9
3	7.5	1	4.8

UNIONS-OFFICE

<u>Exempt Salary</u> <u>(Supervisors</u> <u>and Managers)</u>		<u>Non-exempt</u>	
<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>

126. Are any office employees represented by a union?

a. Yes	2	8.7	6	14.0
b. No	21	91.3	37	86.0

127. Were they unionized within the last 3 years?

a. Yes	-	-	-	-
b. No	9	100.0	15	100.0

128. How much are the monthly dues?

a. Under \$12	-	-	-	-
b. \$12-\$14	-	-	-	-
c. \$14-\$18	-	-	-	-
d. Over \$18	1	100.0	5	100.0

RECRUITMENT

129. How does your company satisfy the majority of requirements for additional employees?

a. Employment agencies	21	16.4	16	11.9
b. Newspapers	29	22.7	31	23.0
c. State Employment Security Division	12	9.4	19	14.1
d. Unsolicited applications	19	14.8	22	16.3
e. Job posting	10	7.8	12	8.9
f. Employee referral	23	18.0	29	21.4
g. Other	14	10.9	6	4.4

EMPLOYMENT OF RELATIVES

130. Does your company hire relatives of employees?

a. Yes	38	82.6	36	81.8
b. No	8	17.4	8	18.2

131. If so, are they allowed to work in the same department?

a. Yes	22	61.1	21	63.6
b. No	14	38.9	12	36.4

TESTING

132. Does your company use pre-employment tests?

a. Yes	14	30.4	16	35.6
b. No	32	69.6	29	64.4

Hourly Plant Workers		Outside Route Sales	
Number	Percent	Number	Percent

-	-	-	-
5	100.0	2	100.0

-	-	-	-
2	100.0	1	100.0

-	-	-	-
-	-	-	-
2	100.0	1	100.0

5	3.8	2	2.3
21	15.8	19	22.1
25	18.8	13	15.1
28	21.1	20	23.3
18	13.5	8	9.3
32	24.0	22	25.6
4	3.0	2	2.3

39	86.7	25	80.6
6	13.3	6	19.4

24	61.5	15	65.2
15	38.5	8	34.8

17	39.5	15	48.4
26	60.5	16	51.6

TESTING - continued

Exempt Salary (Supervisors and Managers)		Non-exempt	
Number	Percent	Number	Percent
133. If so, what kinds of tests have proved most advantageous?			
a. Mechanical ability	-	1	4.5
b. Vocational interest	1	-	-
c. Intelligence	4	2	9.1
d. Personality	4	2	9.1
e. Clerical	2	12	54.5
f. Other	5	5	22.8

PRE-EMPLOYMENT PHYSICALS

134. Does your company require pre-employment physicals?				
a. Yes	37	80.4	36	81.8
b. No (proceed to question 138)	9	19.6	8	18.2
135. Are the physicals paid for by the company?				
a. Yes	37	97.4	36	97.3
b. No.	1	2.6	1	2.7
136. Do the physicals test for AIDS?				
a. Yes	-	-	-	-
b. No	37	100.0	38	100.0
137. Do the physicals test for illegal substances and/or alcohol and drug use?				
a. Yes	30	75.0	29	74.4
b. No	10	25.0	10	25.6

ATTENDANCE BONUSES

138. Does your company offer an attendance bonus?				
a. Yes	3	6.7	8	17.8
b. No (proceed to question 140)	42	93.3	37	82.2
139. How is this bonus awarded?				
a. Gift from the company	2	66.7	5	62.5
b. Pay from unused sick time	-	-	2	25.0
c. Extra time-off	-	-	0	-
d. Other	1	33.3	1	12.5

PART-TIME EMPLOYEES

140. Does your company have part-time employees?				
a. Yes	12	35.3	40	87.0
b. No (proceed to question 145)	22	64.7	6	13.0

Hourly Plant Workers		Outside Route Sales	
Number	Percent	Number	Percent

8	36.4	-	-
1	4.5	1	5.9
4	18.2	5	29.4
1	4.5	3	17.6
-	-	-	-
8	36.4	8	47.1

41	89.1	28	90.3
5	10.9	3	9.7

41	100.0	28	100.0
-	-	-	-

-	-	-	-
40	100.0	27	100.0

29	70.7	21	75.0
12	29.3	7	25.0

13	28.3	4	12.9
33	71.7	27	87.1

6	46.2	2	50.0
4	30.8	2	50.0
-	-	-	-
3	23.0	-	-

38	86.4	17	63.0
6	13.6	10	37.0

PART-TIME EMPLOYEES - continued

	Exempt Salary (Supervisors and Managers)		Non-exempt	
	Number	Percent	Number	Percent
141. Are they eligible for benefit programs?				
a. Never	5	29.4	14	35.9
b. Yes, no minimum hours per week	1	5.9	1	2.6
c. Yes, with up to 20 hours per week	4	23.5	7	17.9
d. Yes, over 20 and less than 30 hours per week	2	11.8	4	10.3
e. Yes, over 30 hours per week	5	29.4	13	33.3
142. Do they accrue vacation time?				
a. Yes	10	50.0	19	50.0
b. No	10	50.0	19	50.0
143. Are they eligible for holiday pay?				
a. Yes	11	50.0	21	53.8
b. No	11	50.0	18	46.2
144. Are they eligible for sick leave with pay?				
a. Yes	6	26.1	10	25.6
b. No	17	73.9	29	74.4
ORIENTATION PROGRAMS				
145. Does your company have a formal orientation program for new employees?				
a. Yes	24	50.0	23	48.9
b. No	24	50.0	24	51.1
EXIT INTERVIEWS				
146. Does your company conduct formal exit interviews?				
a. Yes	27	56.2	24	51.1
b. No	21	43.8	23	48.9
147. If exit interviews are standard, who conducts them?				
a. Immediate supervisors	5	15.6	5	16.7
b. Personnel department or management personnel	26	81.3	24	80.0
c. Other	1	3.1	1	3.3

Hourly Plant Workers		Outside Route Sales	
Number	Percent	Number	Percent
14	38.9	6	40.0
1	2.8	1	6.7
5	13.9	2	13.3
7	19.4	1	6.7
9	25.0	5	33.3
16	45.7	7	43.8
19	54.3	9	56.2
17	45.9	7	41.2
20	54.1	10	58.8
10	27.0	4	23.5
27	73.0	13	76.5
26	55.3	15	46.9
21	44.7	17	53.1
21	45.7	14	45.2
25	54.3	17	54.8
5	20.0	3	17.6
19	76.0	13	76.5
1	4.0	1	5.9